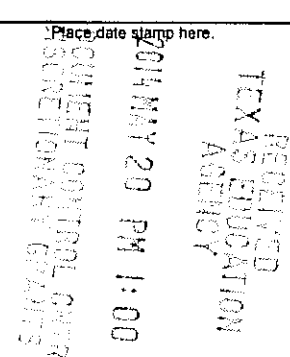


**Texas Education Agency
Standard Application System (SAS)**

2014–2017 Texas Title I Priority Schools, Cycle 3

Program authority:	P.L.107-110 ESEA, as amended by the NCLB Act of 2001, Section 1003(g)	FOR TEA USE ONLY Write NOGA ID here:
Grant period:	August 1, 2014 – July 31, 2017. Pre-award costs permitted from grant preliminary award date to July 31, 2014.	
Application deadline:	5:00 p.m. Central Time, May 20, 2014	Place date stamp here. 
Submittal information:	Six complete copies of the application, at least three with original signature (blue ink preferred), must be received no later than the aforementioned time and date at this address: Document Control Center, Division of Grants Administration Texas Education Agency 1701 North Congress Ave Austin TX 78701-1494	
Contact information:	Shayna Ortiz Sheehan: shayna.sheehan@tea.state.tx.us; (512) 463-2617	

Schedule #1—General Information

Part 1: Applicant Information

Organization name Waco ISD	Vendor ID # 74-6002532	Mailing address line 1 501 Franklin Ave	
Mailing address line 2 P O Box 27	City Waco	State TX	ZIP Code 76703-0027
County- District #	Campus number and name 050 Indian Spring Middle School	ESC Region # 12	US Congressional District # 17
		DUNS # 075123661	

Primary Contact

First name Dr. Robin	M.I. Last name McDurham	Title Ex.Dir. of Secondary Education	
Telephone # 254-755-9601	Email address robin.mcdurham@wacoisd.org	FAX # 254-750-3457	

Secondary Contact


First name Dale	M.I. Last name A Barron	Title Resource Dev. Facilitator	
Telephone # 254-750-3408	Email address dale.barron@wacoisd.org	FAX # 254-750-3457	

Part 2: Certification and Incorporation

I hereby certify that the information contained in this application is, to the best of my knowledge, correct and that the organization named above has authorized me as its representative to obligate this organization in a legally binding contractual agreement. I further certify that any ensuing program and activity will be conducted in accordance with all applicable federal and state laws and regulations, application guidelines and instructions, the general provisions and assurances, debarment and suspension certification, lobbying certification requirements, special provisions and assurances, and the schedules attached as applicable. **It is understood by the applicant that this application constitutes an offer and, if accepted by the Agency or renegotiated to acceptance, will form a binding agreement.**

Authorized Official:

First name Dr. Bonny	M.I. Last name Cain	Title Superintendent	
Telephone # 254-755-9421	Email address bonny.cain@wacoisd.org	FAX # 254-755-9690	
Signature (blue ink preferred)		Date signed	


 Only the legally responsible party may sign this application.

16 MAY 2014

Schedule #1—General Information

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Schedules Required for New or Amended Applications

An X in the "New" column indicates a required schedule that must be submitted as part of any new application. The applicant must mark the "New" checkbox for each additional schedule submitted to complete the application.

For amended applications, the applicant must mark the "Amended" checkbox for each schedule being submitted as part of the amendment.

Schedule #	Schedule Name	Application Type	
		New	Amended
1	General Information	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2	Required Attachments and Provisions and Assurances	<input checked="" type="checkbox"/>	N/A
4	Request for Amendment	N/A	<input type="checkbox"/>
5	Program Executive Summary	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6	Program Budget Summary	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7	Payroll Costs (6100)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8	Professional and Contracted Services (6200)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9	Supplies and Materials (6300)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10	Other Operating Costs (6400)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11	Capital Outlay (6600/15XX)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12	Demographics and Participants to Be Served with Grant Funds	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13	Needs Assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14	Management Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15	Project Evaluation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
16	Responses to Statutory Requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18	Equitable Access and Participation	<input checked="" type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #2—Required Attachments and Provisions and Assurances

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Required Attachments

The following table lists the fiscal-related and program-related documents that are required to be submitted with the application (attached to the back of each copy, as an appendix).

#	Applicant Type	Name of Required Fiscal-Related Attachment
No fiscal-related attachments are required for this grant.		
No program-related attachments are required for this grant.		

Part 2: Acceptance and Compliance

By marking an X in each of the boxes below, the authorized official who signs Schedule #1—General Information certifies his or her acceptance of and compliance with all of the following guidelines, provisions, and assurances.

Note that provisions and assurances specific to this program are listed separately in Part 3 of this schedule, and require a separate certification.

X	Acceptance and Compliance
<input checked="" type="checkbox"/>	I certify my acceptance of and compliance with the <u>General and Fiscal Guidelines</u> .
<input checked="" type="checkbox"/>	I certify my acceptance of and compliance with the <u>program guidelines for this grant</u> .
<input checked="" type="checkbox"/>	I certify my acceptance of and compliance with all <u>General Provisions and Assurances</u> requirements.
<input checked="" type="checkbox"/>	I certify that I am not debarred or suspended. I also certify my acceptance of and compliance with all <u>Debarment and Suspension Certification</u> requirements.
<input checked="" type="checkbox"/>	I certify that this organization does not spend federal appropriated funds for lobbying activities and certify my acceptance of and compliance with all <u>Lobbying Certification</u> requirements.
<input checked="" type="checkbox"/>	I certify my acceptance of and compliance with <u>No Child Left Behind Act of 2001 Provisions and Assurances</u> requirements.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #2—Required Attachments and Provisions and Assurances

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Program-Specific Provisions and Assurances☒ I certify my acceptance of and compliance with all program-specific provisions and assurances listed below.

#	Provision/Assurance
1.	The applicant provides assurances that if it receives TTIPS funds to serve one or more campus that it will ensure that each campus receives all of the state and local funds it would have received in the absence of the TTIPS grant funds. As a result, an LEA must provide a TTIPS grantee campus all of the non-Federal funds the campus would have received were it not a TTIPS grantee campus, and TTIPS funds must supplement the <i>amount</i> of those non-Federal funds. Note, however, that the campus does not need to demonstrate that TTIPS funds are used only for activities that supplement those activities the campus would otherwise provide with non-Federal funds.
2.	The applicant provides assurance that the application does not contain any information that would be protected by the Family Educational Rights and Privacy Act (FERPA) from general release to the public.
3.	<p>The LEA provides assurance that it will meet the following federal requirements:</p> <ul style="list-style-type: none"> A. Use its School Improvement Grant to implement fully and effectively an intervention in each Priority or Tier I and Tier II school that the LEA commits to serve consistent with the final requirements. B. Establish annual goals for student achievement on the State's assessments in both reading/language arts and mathematics and measure progress on the leading indicators in section III of the final requirements in order to monitor each Priority or Tier I and Tier II school that it serves with school improvement funds, and establish goals (approved by the SEA) to hold accountable its Tier III schools that receive school improvement funds. C. If it implements a restart model in a Priority, Tier I or Tier II school, include in its contract or agreement terms and provisions to hold the charter operator, charter management organization, or education management organization accountable for complying with the final requirements. D. Monitor and evaluate the actions a school has taken, as outlined in the approved SIG application, to recruit, select and provide oversight to external providers to ensure their quality. E. Monitor and evaluate the actions schools have taken, as outlined in the approved SIG application, to sustain the reforms after the funding period ends and that it will provide technical assistance to schools on how they can sustain progress in the absence of SIG funding. F. Report to the SEA the school-level data required under section III of the final requirements.
4.	The LEA provides assurance that it will participate in any evaluation of the grant conducted by the U.S. Department of Education, including its contractors, or the Texas Education Agency, including its contractors.
5.	<p>If the LEA/campus selects to implement the turnaround model, the campus must implement the following federal requirements.</p> <ul style="list-style-type: none"> A. Replace the principal and grant the new principal sufficient operational flexibility (including in staffing, calendars/time, and budgeting) to implement fully a comprehensive approach in order to substantially improve student achievement outcomes and increase high school graduation rates; B. Use locally adopted competencies to measure the effectiveness of staff who can work within the turnaround environment to meet the needs of students; <ul style="list-style-type: none"> 1. Screen all existing staff and rehire no more than 50 percent; and 2. Select new staff. C. Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in the turnaround school; D. Provide staff ongoing, high-quality, job-embedded professional development that is aligned with the school's comprehensive instructional program and designed with school staff to ensure that they are

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

	equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies;
--	--

For TEA Use Only	
Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #2—Required Attachments and Provisions and Assurances

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Program-Specific Provisions and Assurances

#	Provision/Assurance
5.	<p>E. Adopt a new governance structure, which may include, but is not limited to, requiring the school to report to a new "turnaround office" in the LEA or SEA, hire a "turnaround leader" who reports directly to the Superintendent or Chief Academic Officer, or enter into a multi-year contract with the LEA or SEA to obtain added flexibility in exchange for greater accountability;</p> <p>F. Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards;</p> <p>G. Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students;</p> <p>H. Establish schedules and implement strategies that provide increased learning time (as defined in this notice); and</p> <p>I. Provide appropriate social-emotional and community-oriented services and supports for students.</p>
6.	<p>If the LEA/campus selects to implement the school closure model, the campus must implement the following requirement.</p> <p>A. Enroll the students who attended that school in other schools in the LEA that are higher achieving within reasonable proximity to the closed school and may include, but are not limited to, charter schools or new schools for which achievement data are not yet available.</p> <p>B. A grant for school closure is a one-year grant without the possibility of continued funding.</p>
7.	<p>If the LEA/campus selects to implement the restart model, the campus must implement the following federal requirements.</p> <p>A. Convert or close and reopen the school under a charter school operator, a charter management organization (CMO), or an education management organization (EMO) that has been selected through a rigorous review process. A CMO is a non-profit organization that operates or manages charter schools by centralizing or sharing certain functions and resources among schools. An EMO is a for-profit or non-profit organization that provides "whole-school operation" services to an LEA.</p> <p>B. Enroll, within the grades it serves, any former student who wishes to attend the school.</p>
8.	<p>If the LEA/campus selects to implement the transformation model, the campus must implement the following federal requirements.</p> <p>1. Develop and increase teacher and school leader effectiveness.</p> <p>(A) Replace the principal who led the school prior to commencement of the transformation model;</p> <p>(B) Use rigorous, transparent, and equitable evaluation systems for teachers and principals that—</p> <p>1. Take into account data on student growth as a significant factor as well as other factors such as multiple observation-based assessments of performance and ongoing collections of professional practice reflective of student achievement and increased high school graduation rates; and</p> <p>2. Are designed and developed with teacher and principal involvement;</p> <p>(C) Identify and reward school leaders, teachers, and other staff who, in implementing this model, have increased student achievement and high school graduation rates and identify and remove those who, after ample opportunities have been provided for them to improve their professional practice, have not done so;</p> <p>(D) Provide staff ongoing, high-quality, job-embedded professional development (e.g., regarding subject-specific pedagogy, instruction that reflects a deeper understanding of the community served by the school, or differentiated instruction) that is aligned with the school's comprehensive instructional program and designed with school staff to ensure they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies; and</p> <p>(E) Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in a transformation school.</p>

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #2—Required Attachments and Provisions and Assurances

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Program-Specific Provisions and Assurances

#	Provision/Assurance
8.	<p>2. Comprehensive instructional reform strategies.</p> <p>(A) Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards; and</p> <p>(B) Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students.</p> <p>3. Increasing learning time and creating community-oriented schools.</p> <p>(A) Establish schedules and strategies that provide increased learning time; and</p> <p>(B) Provide ongoing mechanisms for family and community engagement.</p> <p>4. Providing operational flexibility and sustained support.</p> <p>(A) Give the school sufficient operational flexibility (such as staffing, calendars/time, and budgeting) to implement fully a comprehensive approach to substantially improve student achievement outcomes and increase high school graduation rates; and</p> <p>(B) Ensure that the school receives ongoing, intensive technical assistance and related support from the LEA, the SEA, or a designated external lead partner organization (such as a school turnaround organization or an EMO).</p>
9.	An LEA with nine (9) or more priority schools, may not implement the Transformation Model in more than 50 percent of those schools.
10.	The applicant provides assurance that the LEA will designate an individual or office with primary responsibilities for supporting the LEA/campus' school improvement efforts. This individual/office will have primary responsibility and authority for ensuring the effective implementation of the grant option approved by TEA; serve as the district liaison to TEA and those providing technical assistance and/or contracted service to the LEA/campus as part of the approved grant. The applicant also provides assurance that TEA will be notified immediately of any changes to this contact.
11.	The applicant provides assurance that a team from the grantee LEA/campus will attend and participate in grant orientation meetings, technical assistance meetings, and other periodic meetings of grantees, the Advancing Improvements in Education Conference, and sharing of best practices.
12.	The applicant provides assurances that it will participate in and make use of technical assistance and coaching support provided by TEA and/or its subcontractors.
13.	The applicant will establish or provide evidence of a system of formative assessment aligned to the Texas Essential Knowledge and Skills which provides robust, targeted data to evaluate the effectiveness of the LEA's curriculum and its alignment with instruction occurring on the campus; assesses progress on student groups' academic achievement at the campus level; and guide instructional decisions by teachers for individual students.
14.	The applicant will participate in a formative assessment of the LEA's capacity and commitment to carry out the grant intervention models.
15.	The applicant will provide access for onsite visits to the LEA and campus by TEA and its contractors.
16.	The applicant, if selecting the Restart Model, agrees to contract only with CMO or EMO providers on the State's approved list of CMO and EMO providers.
17.	The applicant, if selecting the Turnaround Model or Transformation Model agrees to the participation of the campus principal or principal candidates in a formative assessment of their turnaround leadership capacity.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #2—Required Attachments and Provisions and Assurances

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Program-Specific Provisions and Assurances

#	Provision/Assurance
18.	<p>The LEA/campus assures TEA that data to meet the following federal requirements will be available and reported as requested.</p> <ul style="list-style-type: none"> A. Number of minutes within the school year. B. Average scale scores on State assessments in reading/language arts and in mathematics, by grade, for the "all students" group, for each achievement quartile, and for each subgroup.(ethnicity, sex, disability status, LEP status, economically disadvantaged status, migrant status) C. Number and percentage of students completing advanced coursework (e.g., AP/IB) early-college high schools, dual enrollment classes, or advanced coursework and dual enrollment classes. (High Schools Only) D. College enrollment rates. (High Schools Only) E. Teacher Attendance Rate F. Student Attendance Rate G. Student Completion Rate H. Student Drop-Out Rate I. Locally developed competencies created to identify teacher strengths/weaknesses J. Types of support offered to teachers K. Types of on-going, job-embedded professional development for teachers L. Types of on-going, job-embedded professional development for administrators M. Strategies to increase parent/community involvement N. Types of strategies which increase student learning time O. Number of teachers and principals at each performance level (proficient/non-proficient) used in the district evaluation systems for assigning teacher and principal performance ratings.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #5—Program Executive Summary

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Provide a brief overview of the program you plan to deliver. Refer to the instructions for a description of the requested elements of the summary. Response is limited to space provided, front side only, font size no smaller than 10 point Arial.

***"Give us a safe school; make learning interesting; challenge us; respect us; believe in us;
stay with us for more than 1 year."***

--- 6th grade students at Indian Spring Middle School

Indian Spring Middle School (ISMS) firmly believes that providing students in Title I Priority Schools with adequate resources to substantially raise their achievement levels best addresses their educational needs; however, we have yet to secure the funding that would allow us to fully engage the critical success factors necessary to meet the annual measurable objectives and thus exit priority status. This disparity between the great level of need and the lack of adequate resources is addressed through TTIPS' central purpose of providing underequipped schools with the funding to systematically change and improve student learning and performance. *Funding of ISMS's proposal will catalyze our ability to create a climate in which our economically disadvantaged students are able to access and take advantage of the resources that will enable them to achieve. We need assistance in gathering and equipping this critical mass of educators and resources, and this TTIPS program provides a realistic opportunity to position our campus for sustainable success.* The goals of the TTIPS are uniquely aligned with our strategic aims of surrounding our students with all of the factors critical to succeed in school and in life.

Indian Spring Middle School's budget for this proposal was developed collaboratively with an inclusive team approach that welcomed all interested participants. Beginning with a systematic assessment process for identifying and prioritizing needs, the TTIPS Team gathered data and input from multiple stakeholders to identify the specific needs of the school. This analysis covered all areas, including school leadership, parent involvement, school climate, infrastructure, and instructional programs. Once we identified the programs and resources ISMS and Waco ISD is currently able to provide, we crafted a set of innovative ideas and interventions that would greatly improve our efforts/outcomes in the area of student achievement. The innovative ideas that were prioritized were clearly ones that, but for the potential funds provided by the grant, could not be implemented with the resources currently available within our local plan.

As we sought to fully understand the intent of the TTIPS program, we saw that the demographics of our district are consistent with the targeted Title I-funded schools identified as Priority Schools; in fact, over 88% of our students are classified as economically disadvantaged, and the poverty level in our metropolitan area is consistently and significantly higher than that of state levels. These demographics were discussed in the needs assessment process, a systematic effort in which team members met together on a weekly basis over a period of two months to share information about needs, consult the available data, come to a consensus around priorities, and creatively crafted a plan of action that systematically connected targeted interventions to each of our greatest needs.

Upon the event that we receive TTIPS funding, this same TTIPS Team would remain intact, serving as an interdepartmental group charged with ensuring that the program receives consistent, high-quality management. The District Coordinator of School Improvement (DCSI) is an integral player in the TAIS process and serves on this TTIPS team as well. The DCSI reports directly to the Superintendent, and will ensure that campus needs are addressed immediately, guide the process of updating and changing the assessment process, and make final determinations with regard to the efficacy of the program. Although the group is collaborative by practice, the Principal and the TTIPS Project Coordinator (PC) will have primary on-campus oversight, with the Grants Management Department available for additional support and guidance.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #5—Program Executive Summary (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Provide a brief overview of the program you plan to deliver. Refer to the instructions for a description of the requested elements of the summary. Response is limited to space provided, front side only, font size no smaller than 10 point Arial.

The program is designed to be evaluated through a systematic and scheduled process incorporating monthly meetings, continuous data analysis, scheduled performance measures, and ongoing supervisory accountability. Ultimately, all progress will be oriented toward increasing the achievement level of students, with special and intense levels of focus on the content areas of math and reading. Although the intended goal of improving student performance and learning (as evidenced through testing scores, grades, behavior, and attendance) is central, the longer-term goal of this program is to meet and surpass the Annual Measurable Objectives (AMOs) and exit priority status.

Indian Spring Middle School's application contains complete and accurate coverage of all statutory and program-specific requirements. Through the methodical process of eliciting data, information, calendars, and feedback from multiple experienced stakeholders, all of the statutory and TEA requirements were verifiably addressed to the satisfaction of all team members. Multiple proofreaders, reviewers, and checkers were engaged to make certain of the completeness and accuracy of all requirements in the application.

ISMS and Waco ISD remain committed to the process and programs described in this proposal. The driving goal of this process is to turn the school around through intentional and systematic changes and then to institutionalize the changes as part of the new climate and culture. The process that we collectively embarked upon in order to generate this proposal was clarifying, unifying, and provided a common vision for the distillation of goals, objectives, and services that make sense in moving forward. ISMS is certainly hopeful, however, that the TTIPS funding will materialize, as the process will not occur as smoothly or quickly with the current level of available local funds. ISMS will strive to secure funding for these programs and efforts if not funded by TTIPS, and are grateful for the circumstances that allowed us to develop this vision to support a systematic plan to improve our district. Through the use of our Grants Management Department and our historical connections with multiple funders, ISMS secures funding through one or more sources when any particular funding stream is expended. Indian Spring Middle School and Waco ISD will steadfastly ensure that *successful and effective programs will remain in place and are adequately funded* to provide quality educational services to the children and families of our community.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #6—Program Budget Summary

County-district number or vendor ID: 161914	Amendment # (for amendments only):
Program authority: P.L.107-110 ESEA, as amended by the NCLB Act of 2001, Section 1003(g)	
Project period: August 1, 2014 – July 31, 2017. Pre-award costs permitted from grant preliminary award date to July 31, 2014.	Fund code: 276

Budget Summary

Schedule #	Title	Class/ Object Code	3-Year Program Cost	3-Year Admin Cost	3-Year Total Budgeted Cost	Pre-Award
Schedule #7	Payroll Costs (6100)	6100	\$2,389,986	\$220,808	\$2,610,794	\$
Schedule #8	Professional and Contracted Services (6200)	6200	\$851,018	\$	\$851,018	\$
Schedule #9	Supplies and Materials (6300)	6300	\$418,475	\$4,445	\$422,920	\$
Schedule #10	Other Operating Costs (6400)	6400	\$224,800	\$	\$224,800	\$
Schedule #11	Capital Outlay (6600/15XX)	6600/ 15XX	\$684,325	\$	\$684,325	\$
Total direct costs:			\$4,568,604	\$225,253	4,793,857	\$
Percentage% indirect costs (see note):			N/A	\$15,175	\$15,175	\$
Grand total of budgeted costs (add all entries in each column):			\$4,568,604	\$240,428	*\$4,809,032	\$

Administrative Cost Calculation

Enter the total grant amount requested:	\$4,809,032
Percentage limit on administrative costs established for the program (5%):	× .05
Multiply and round down to the nearest whole dollar. Enter the result. This is the maximum amount allowable for administrative costs, including indirect costs:	\$240,451

NOTE: Indirect costs are calculated and reimbursed based on actual expenditures when reported in the expenditure reporting system, regardless of the amount budgeted and approved in the grant application.

Annual Budget Breakdown

Year 1	Year 2	Year 3	3-Year Total Budget Request
\$1,943,602	\$1,401,232	\$1,464,198	*\$4,809,032

Note: No more than \$2,000,000 per year may be requested. *Total Budget Request above must match.

For TEA Use Only

Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #7—Payroll Costs (6100)						
County-district number or vendor ID: 161914			Amendment # (for amendments only):			
Employee Position Title			Estimated # of Positions 100% Grant Funded	Estimated # of Positions <100% Grant Funded	Grant Amount Budgeted	Pre-Award
Academic/Instructional						
1	Teacher – College Preparatory (1-In Bound; 1-Out Bound)		2		\$306,040	\$
2	Educational aide				\$	\$
3	Tutor				\$	\$
Program Management and Administration						
4	Project director				\$	\$
5	Project coordinator		1		\$198,926	\$
6	Teacher facilitator				\$	\$
7	Teacher supervisor				\$	\$
8	Secretary/administrative assistant				\$	\$
9	Data entry clerk				\$	\$
10	Grant accountant/bookkeeper				\$	\$
11	Evaluator/evaluation specialist				\$	\$
Auxiliary						
12	Counselor				\$	\$
13	Social worker –Parent & Community Outreach Specialist		1		\$122,416	\$
14	Community liaison/parent coordinator				\$	\$
Other Employee Positions						
21	Instructional Coach (1-Reading; 1-Math)		2		\$367,248	\$
22	Instructional Data Evaluation Specialist		1		\$137,718	\$
23					\$	\$
24	Subtotal employee costs:				\$1,132,348	\$
Substitute, Extra-Duty Pay, Benefits Costs						
25	6112	Substitute pay (\$83 day x 30 per month x 9monthths x 3years)			\$67,230	\$
26	6119	Professional staff extra-duty pay (for Saturday and Summer PD)			\$340,902	\$
27	6121	Support staff extra-duty pay (for Saturday and Summer PD)			\$83,250	\$
28	6140	Employee benefits			\$252,064	\$
29	61XX	Tuition remission (IHEs only)			\$	\$
30	61XX	Incentive Pay			\$735,000	
31	Subtotal substitute, extra-duty, benefits costs				\$1,478,446	\$
32	3-Year Grand total (Subtotal employee costs plus subtotal substitute, extra-duty, benefits costs):				\$2,610,794	\$

For guidance on when to submit an amendment for changes to salary amounts in line items and a list of unallowable costs, see the guidance posted in the "Amendments" and "Grant Management Resources" sections of the Division of Grants Administration [Grant Management Resources](#) page.

For TEA Use Only	
Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #8—Professional and Contracted Services (6200)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

NOTE: Specifying an individual vendor in a grant application does not meet the applicable requirements for sole-source providers. TEA's approval of such grant applications does not constitute approval of a sole-source provider.

Expense Item Description		Grant Amount Budgeted	Pre-Award
6269	Rental or lease of buildings, space in buildings, or land Specify purpose:	\$	\$
6299	Contracted publication and printing costs (specific approval required only for nonprofits) Specify purpose:	\$	\$
a. Subtotal of professional and contracted services (6200) costs requiring specific approval:		\$	\$

Professional Services, Contracted Services, or Subgrants Less Than \$10,000

#	Description of Service and Purpose	Check If Subgrant	Grant Amount Budgeted	Pre-Award
1		<input type="checkbox"/>	\$	\$
2		<input type="checkbox"/>	\$	\$
3		<input type="checkbox"/>	\$	\$
4		<input type="checkbox"/>	\$	\$
5		<input type="checkbox"/>	\$	\$
6		<input type="checkbox"/>	\$	\$
7		<input type="checkbox"/>	\$	\$
8		<input type="checkbox"/>	\$	\$
9		<input type="checkbox"/>	\$	\$
10		<input type="checkbox"/>	\$	\$

b. Subtotal of professional services, contracted services, or subgrants less than \$10,000:

\$

\$

Professional Services, Contracted Services, or Subgrants Greater Than or Equal to \$10,000

Specify topic/purpose/service: At-Risk Advocate Interns		<input type="checkbox"/> Yes, this is a subgrant	
Describe topic/purpose/service: Provide instructional support for at-risk students through a contract with local university/college; Interns will focus specifically on students with identified area of need			
Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted	Pre-Award
1	Contractor's payroll costs: # of positions: 3 interns at \$7,000/yr x 3 years	\$63,000	\$
	Contractor's subgrants, subcontracts, subcontracted services	\$	\$
	Contractor's supplies and materials	\$	\$
	Contractor's other operating costs	\$	\$
	Contractor's capital outlay (allowable for subgrants only)	\$	\$
Total budget:		\$63,000	\$

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #8—Professional and Contracted Services (6200) (cont.)

County-District Number or Vendor ID: 161914		Amendment number (for amendments only):	
Professional Services, Contracted Services, or Subgrants Greater Than or Equal to \$10,000 (cont.)			
2	Specify topic/purpose/service: Contract with Education Service Center to provide specialized professional development and training for teachers		<input type="checkbox"/> Yes, this is a subgrant
	Describe topic/purpose/service: PD in components of student management system focusing on classroom implementation with consistency.		
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted
			Pre-Award
	Contractor's payroll costs:	# of positions: 1 contractor x \$35k/yr x 3yrs	\$105,000
	Contractor's subgrants, subcontracts, subcontracted services		\$
	Contractor's supplies and materials		\$
	Contractor's other operating costs		\$
Contractor's capital outlay (allowable for subgrants only)		\$	\$
Total budget:		\$105,000	\$
3	Specify topic/purpose/service: Contract with vendor specializing in data assessment and interpretation		<input type="checkbox"/> Yes, this is a subgrant
	Describe topic/purpose/service: Provide quarterly on-site training for teachers around curriculum alignment with assessment testing; Provide ongoing training in how to review and interpret testing data.		
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted
			Pre-Award
	Contractor's payroll costs:	# of positions: 1 contractor x \$22K/yr x 3yrs	\$66,000
	Contractor's subgrants, subcontracts, subcontracted services		\$
	Contractor's supplies and materials		\$
	Contractor's other operating costs		\$
Contractor's capital outlay (allowable for subgrants only)		\$	\$
Total budget:		\$66,000	\$
4	Specify topic/purpose/service: IT hardware installation		<input type="checkbox"/> Yes, this is a subgrant
	Describe topic/purpose/service: Year 1 - Contract to upgrade technology hardware; to support 1:1 learning for students; the district technology assessment revealed the campus needs 55 new access points to support the increased bandwidth; Years 2 & 3 - Maintenance and technology support.		
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted
			Pre-Award
	Contractor's payroll costs:	# of positions: 1	\$9,268
	Contractor's subgrants, subcontracts, subcontracted services		\$
	Contractor's supplies and materials		\$34,750
	Contractor's other operating costs		\$
Contractor's capital outlay (allowable for subgrants only)		\$	\$
Total budget:		\$44,018	\$
5	Specify topic/purpose/service: Technical Assistance for Grant Management		<input type="checkbox"/> Yes, this is a subgrant
	Describe topic/purpose/service: Contract with consultant with previous knowledge of and experience with TTIPS grants to provide on-site review of progress towards goals and objectives; Approximately 2-3 days a month		
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted
			Pre-Award
	Contractor's payroll costs:	# of positions: 1	\$78,000
	Contractor's subgrants, subcontracts, subcontracted services		\$
	Contractor's supplies and materials		\$
	Contractor's other operating costs		\$15,000
Contractor's capital outlay (allowable for subgrants only)		\$	\$
Total budget:		\$93,000	\$

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #8—Professional and Contracted Services (6200) (cont.)

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

Professional Services, Contracted Services, or Subgrants Greater Than or Equal to \$10,000 (cont.)

6	Specify topic/purpose/service: After school programming		<input type="checkbox"/> Yes, this is a subgrant	
	Describe topic/purpose/service: Provide structured time after school for students to receive tutorial assistance and experience enrichment activities			
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted	Pre-Award
	Contractor's payroll costs:	# of positions: 1-FT; 2-PT	\$135,000	\$
	Contractor's subgrants, subcontracts, subcontracted services		\$45,000	\$
	Contractor's supplies and materials		\$7,500	\$
	Contractor's other operating costs		\$75,000	\$
Contractor's capital outlay (allowable for subgrants only)		\$	\$	
Total budget:		\$262,500	\$	
7	Specify topic/purpose/service: IT training on electronic tablets		<input type="checkbox"/> Yes, this is a subgrant	
	Describe topic/purpose/service: Provide training for teachers on electronic tablet usage/capabilities; work with staff to develop website communication with parents; train identified campus staff to serve as support when grant ends			
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted	Pre-Award
	Contractor's payroll costs:	# of positions: 1 x \$30k/yr x 3yrs	\$90,000	\$
	Contractor's subgrants, subcontracts, subcontracted services		\$	\$
	Contractor's supplies and materials		\$	\$
	Contractor's other operating costs		\$	\$
Contractor's capital outlay (allowable for subgrants only)		\$90,000	\$	
Total budget:		\$	\$	
8	Specify topic/purpose/service: TCDSS Technical Assistance		<input type="checkbox"/> Yes, this is a subgrant	
	Describe topic/purpose/service: Technical Assistance provider for the state for TTIPS grantees			
	Contractor's Cost Breakdown of Service to Be Provided		Grant Amount Budgeted	Pre-Award
	Contractor's payroll costs:	# of positions:	\$	\$
	Contractor's subgrants, subcontracts, subcontracted services \$30k/yr x 3yrs		\$90,000	\$
	Contractor's supplies and materials		\$	\$
	Contractor's other operating costs		\$	\$
Contractor's capital outlay (allowable for subgrants only)		\$	\$	
Total budget:		\$90,000	\$	
c. Subtotal of professional services, contracted services, and subgrants greater than or equal to \$10,000:		\$813,518	\$	
a. Subtotal of professional services, contracted services, and subgrant costs requiring specific approval:		\$	\$	
b. Subtotal of professional services, contracted services, or subgrants less than \$10,000:		\$	\$	
c. Subtotal of professional services, contracted services, and subgrants greater than or equal to \$10,000:		\$813,518	\$	
d. Remaining 6200—Professional services, contracted services, or subgrants that do not require specific approval:		\$37,500	\$	
(Sum of lines a, b, c, and d) 3-Year Grand total		\$851,018	\$	

For a list of unallowable costs and costs that do not require specific approval, see the guidance posted on the Division of Grants Administration [Grant Management Resources](#) page.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #9—Supplies and Materials (6300)							
County-District Number or Vendor ID: 161914				Amendment number (for amendments only):			
Expense Item Description							
6399	Technology Hardware—Not Capitalized						
	#	Type	Purpose	Quantity	Unit Cost	Grant Amount Budgeted	Pre-Award
	1	Poster Maker	Improve school climate and enhance learning	1	\$4,000	\$4,000	\$
	2	Camera/Printer	Behavior Management System – Process ID cards, visitor badges, attendance and tardies	1	\$350	\$350	
	3	Laptops	TTIPS grant staff – No surplus available	7	\$500	\$3,500	
	4	Printers	TTIPS grant staff – No surplus available	7	\$300	\$2,100	
	5	Scanners	Process students testing efficiently and improve teacher's ability to access information more efficiently	4	\$580	\$2,320	
						\$12,270	
6399	Technology software—Not capitalized – Behavior Management System – Year 1: Software/license/set up - \$650; Years 2-3: License only - \$500 x 2years					\$1,650	\$
6399	Supplies and materials associated with advisory council or committee					\$	\$
Subtotal supplies and materials requiring specific approval:						\$13,920	\$
Remaining 6300—Supplies and materials that do not require specific approval:						\$409,000	\$
3-Year Grand total:						\$422,920	\$

For a list of unallowable costs and costs that do not require specific approval, see the guidance posted on the Division of Grants Administration [Grant Management Resources](#) page.

For TEA Use Only	
Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #10—Other Operating Costs (6400)			
County-District Number or Vendor ID: 161914		Amendment number (for amendments only):	
Expense Item Description		Grant Amount Budgeted	Pre-Award
6411	Out-of-state travel for employees (includes registration fees)	\$45,000	\$
	Specify purpose: Required Learn Forward Conference – Details TBA; Estimated \$15k/yr x 3yrs		
6412	Travel for students (includes registration fees; does not include field trips): Specific approval required only for nonprofit organizations.	\$	\$
	Specify purpose:		
6413	Stipends for non-employees (specific approval required only for nonprofit organizations)	\$12,600	\$
	Specify purpose: School Ambassadors conduct home visits: \$10/hour x 3hours/week x 4 ambassadors x 35weeks/year - \$4,200/year x 3 years		
6419	Travel for non-employees (includes registration fees; does not include field trips): Specific approval required only for nonprofit organizations	\$10,500	\$
	Specify purpose: Parents attend Parent Involvement Conf. \$3,500/year x 3years		
6411/ 6419	Travel costs for executive directors (6411); superintendents (6411); or board members (6419): Includes registration fees	\$	\$
	Specify purpose:		
6429	Actual losses that could have been covered by permissible insurance	\$	\$
6490	Indemnification compensation for loss or damage	\$	\$
6490	Advisory council/committee travel or other expenses	\$	\$
6499	Membership dues in civic or community organizations (not allowable for university applicants)	\$	\$
	Specify name and purpose of organization:		
6499	Publication and printing costs—if reimbursed (specific approval required only for nonprofit organizations)	\$	\$
	Specify purpose:		
Subtotal other operating costs requiring specific approval:		\$68,100	\$
Remaining 6400—Other operating costs that do not require specific approval:		\$156,700	\$
3-Year Grand total:		\$224,800	\$

In-state travel for employees does not require specific approval. Field trips consistent with grant program guidelines do not require specific approval. See [TEA Guidelines Related to Specific Costs](#) for more information about field trips. For a list of unallowable costs and costs that do not require specific approval, see the guidance posted on the Division of Grants Administration [Grant Management Resources](#) page.

For TEA Use Only	
Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #11—Capital Outlay (6600/15XX)					
County-District Number or Vendor ID: 161914			Amendment number (for amendments only):		
15XX is only for use by charter schools sponsored by a nonprofit organization.					
#	Description/Purpose	Quantity	Unit Cost	Grant Amount Budgeted	Pre-Award
6669/15XX—Library Books and Media (capitalized and controlled by library)					
1		N/A	N/A	\$	\$
66XX/15XX—Technology hardware, capitalized					
2	Electronic tablets – (Year 1) Improve teacher quality – more efficient accountability tracking; increase job embedded PD, and research instructional strategies	36	\$500	\$18,000	\$
3	Electronic tablets – (Year 1 summer) Provide students with a 1:1 learning environment (Note: Purchase quantity is 700 due to anticipated growth of school enrollment and due to the size of incoming classes)	700	\$500	\$350,000	\$
4	Charging cart with locking capabilities to keep student electronic tablets while not in use; each cart hold 30 electronic tablets	24	\$2,800	\$67,200	\$
5	Classroom projectors and mounts for interactive learning aimed at increasing student performance	24	\$1,500	\$36,000	\$
6	Keyboards for student electronic tablet to enable ergonomic use of technology	700	\$99	\$69,300	\$
7			\$	\$	\$
8			\$	\$	\$
9			\$	\$	\$
66XX/15XX—Technology software, capitalized					
10	Alternative Credit Recovery - \$10k/yr x 3yrs	3	\$10,000	\$30,000	\$
11	Educational applications for student electronic tablets \$50/yr- per student x 700 students (anticipated enrollment for 2014-2015) x 3yrs	700	\$50	\$105,000	\$
12			\$	\$	\$
13			\$	\$	\$
14			\$	\$	\$
15			\$	\$	\$
66XX/15XX—Equipment, furniture, or vehicles					
16	Desk/chairs for TTIPS grant staff – No surplus available	7 sets	\$1,145	\$8,225	\$
17	Behavior Management System bar code scanner and tardy tracker	1	\$600	\$600	\$
18			\$	\$	\$
19			\$	\$	\$
20			\$	\$	\$
66XX/15XX—Capital expenditures for improvements to land, buildings, or equipment that materially increase their value or useful life					
21				\$	\$
3-Year Grand total:				\$684,325	\$

For a list of unallowable costs, as well as guidance related to capital outlay, see the guidance posted on the Division of Grants Administration [Grant Management Resources](#) page

For TEA Use Only	
Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #12—Demographics and Participants to Be Served with Grant Funds

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Student Demographics. Enter the data requested for the population to be served by this grant program. If data is not available, enter DNA. Use the comments section to add a description of any data not specifically requested that is important to understanding the population to be served by this grant program.

Total enrollment:			618 (See note below re: anticipated enrollment for 2014-2015)	
Category	Number	Percentage	Category	Percentage
African American	180	29.13%	Attendance rate	94.58%
Hispanic	411	66.50%	Annual dropout rate (Gr 9-12)	DNA
White	27	4.37%	Annual graduation rate (Gr 9-12)	DNA
Asian	0	0%	STAAR / EOC met 2013 standard, mathematics (standard accountability indicator)	49%
Economically disadvantaged	596	96.44%	STAAR / EOC met 2013 standard, reading / ELA (standard accountability indicator)	57%
Limited English proficient (LEP)	149	24.11%	Students taking the ACT and/or SAT	DNA
Disciplinary placements	97 (See below)	3%	Average SAT score (number value, not a percentage)	DNA
			Average ACT score (number value, not a percentage)	DNA

Comments

Other important factors and considerations listed below:

- **2014-2015 Enrollment:** For the 2014-2015 academic year, the anticipated enrollment will increase to approximately 700 students. This higher enrollment figure is illustrated in the budget calculation for student specific purchases.
- **Special Ed Population:** The number of students participating in ISMS's Special Education program is 88; 14.2% of the entire student body. This percentage of student participation is higher than both the state average (9%) and the national average (13%). *Source: National Center for Education Statistics; Enrollment in Public Schools, 2012-2013*
- **Discipline Incident Reports:** As of the grant submission, ISMS had a total of **3,230** discipline incidents; of those, 779 were In School Suspension (ISS) placements.

With the exceptionally high number of economically disadvantaged students, the dismal STAAR testing results, the anticipated increase in student enrollment, the high population of Special Education students, and the high number of disciplinary reports, ISMS is primed and ready for the **Turnaround** intervention model to serve as a catalyst for change within the school.

Part 2: Teacher Demographics. Enter the data requested. If data is not available, enter DNA.

Category	Number	Percentage	Category	Number	Percentage
African American	7	19%	No degree	0	0%
Hispanic	3	8%	Bachelor's degree	31	86%
White	26	73%	Master's degree	5	14%
Asian	0	0%	Doctorate	0	0%
1-5 years exp.	18	50%	Avg. salary, 1-5 years exp.	\$42,861	N/A
6-10 years exp.	10	28%	Avg. salary, 6-10 years exp.	\$46,550	N/A
11-20 years exp.	2	6%	Avg. salary, 11-20 years exp.	\$49,000	N/A
Over 20 years exp.	6	16%	Avg. salary, over 20 years exp.	\$54,950	N/A

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #12—Demographics and Participants to Be Served with Grant Funds (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Students to Be Served with Grant Funds. Enter the number of students in each grade, by type of school, projected to be served under the grant program.

School Type	PK (3-4)	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Public								208	196	214					618
Open-enrollment charter school															
Public institution															
Private nonprofit															
Private for-profit															
TOTAL:								208	196	214					618

Part 4: Teachers to Be Served with Grant Funds. Enter the number of teachers, by grade and type of school, projected to be served under the grant program.

School Type	PK (3-4)	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Public								12	12	12					36
Open-enrollment charter school															
Public institution															
Private nonprofit															
Private for-profit															
TOTAL:								12	12	12					36

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #13—Needs Assessment

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Process Description. A needs assessment is a systematic process for identifying and prioritizing needs, with "need" defined as the difference between current achievement and desired or required accomplishment. Describe your needs assessment process, including a description of how needs are prioritized, data sources that were reviewed and participants (including stakeholders) in the needs assessment process. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

Indian Spring Middle School (ISMS) and Waco ISD value instruction that engages all learners in a continuous improvement process. We apply this value not only to student learners, but also to the district's employees as a whole. In applying this value broadly, there is an inherent imperative for educators and administrators to systematically and continuously engage in processes that continuously assess needs – with needs being defined as the gaps between "what is" and "what should be."

Thoroughly assessing these gaps requires participation and input from all levels of district faculty and staff, students, parents and families, and community business partners, and optimally applies a systematic set of procedures to determine the extent of the needs, to examine their nature and causes, and to set priorities for future action. Our assessment process is thus composed of three corresponding clusters of activities.

1). The first group of activities is comprised of agreeing upon the purpose of the process, discussing the vision and scope of the process, and identifying the target group. 2). Once this is accomplished, the second group of activities includes identifying available sources of information/data, selecting tools and methods of collecting that information, collecting the data, and analyzing it to determine the strengths, weaknesses, and critical areas of need. 3). In the final group of activities, we prioritize the needs, set measurable objectives, identify realistic available resources, and chart a plan of action for services that address and narrow the gaps.

The process of prioritizing the needs identified in the assessment begins with the consistent belief that success is dependent on support from all levels of faculty and staff that hold a stake in the outcome. This is ensured by striving to maintain a supportive and collaborative culture, and operationalized by making certain that each area/department/group literally has a "place at the table" for the discussion.

Specific to the process of exploring this TTIPS opportunity, needs were prioritized by creating a TTIPS Team that invited all interested parties to "come to the table" and then gathered repeatedly to sculpt a proposal-worthy plan. By inviting and engaging representatives from all relevant sectors throughout the campus and the district, the team was able to more fully consider the spectrum of ideas, concerns, and contributions. These meetings started a series of informal (yet equally valuable) discussions between individuals and small groups of team members – thus resulting in an integrated approach to designing a comprehensive plan.

The following people constituted the core of participants in the TTIPS Team: Executive Director of Secondary Education; Executive Director of Curriculum; Executive Director of Human Resources; Coordinator of Grants Management; Resource Development Facilitator; ISMS' Professional Service Provider; an external consultant with previous TTIPS (and SIG, the predecessor of TTIPS) experience and success; and District representatives from the departments of English Language Learners, Advanced Academics, Technology, and College & Career Readiness. Weekly evening visioning/ planning meetings, alternating between the ISMS campus and the Administration Building (i.e., Central Office) were held in conjunction with campus faculty and staff, effectively expanding the core TTIPS Team to include the expertise, experience, and substantive knowledge of committed campus personnel. It is important to note that these campus staff also brought information and requests from students and families to the larger discussion. The final comprehensive needs assessment was a product of the effort of this diverse and inclusive group.

As a reference for these discussions, we accessed historical and current data for an accurate picture of the "gap" between where we are and where we want to be. Sources of data included: STAAR results; demographic information (to highlight trends in subpopulation changes and achievement trends); attendance; drop-out rates; discipline referrals; academic achievement; feedback from teachers; and family/community involvement. Upon review, this data provided a complete picture of achievement levels and, more importantly, how they might be improved. The identified needs were further prioritized by taking into account the urgency, size, specificity, and scope of the needs relative to each other and to the timeframe in which we propose to address them.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #13—Needs Assessment (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Process Description (cont). A needs assessment is a systematic process for identifying and prioritizing needs, with "need" defined as the difference between current achievement and desired or required accomplishment. Describe your needs assessment process, including a description of how needs are prioritized, data sources that were reviewed and participants (including stakeholders) in the needs assessment process. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

During the Needs Assessment process, the difference between current achievement and desired/required accomplishment was specifically defined through the use of student-level data, as represented in the following table:

STAAR Scores (Indian Spring)	All Students		Economically Disadvantaged		African-American		Hispanic		White		Limited English Proficiency		Special Education	
	Read %	Math %	Read %	Math %	Read %	Math %	Read %	Math %	Read %	Math %	Read %	Math %	Read %	Math %
6th Grade 2012-2013	51.24	40.53	50.90	40.31	49.64	35.44	51.62	42.56	48.75	31.00	44.16	39.39	34.83	29.46
TARGET Level 2, Phase 2	67	58	67	58	67	58	67	58	67	58	67	58	67	58
7th Grade 2012-2013	53.89	41.42	53.77	41.55	51.00	37.71	55.42	42.98	63.00	59.75	47.18	39.22	41.16	28.81
TARGET Level 2, Phase 2	66	56	66	56	66	56	66	56	66	56	66	56	66	56
8th Grade 2013-2014	57.40	40.22	57.27	40.49	55.44	37.60	58.11	41.80	58.00	35.00	46.36	36.35	45.55	31.45
TARGET Level 2, Phase 2	65	52	66	56	66	56	66	56	66	56	66	56	66	56

Using poster-sized adhesive paper, the team began by listing the statutory and TEA program requirements from the TTIPS guidelines. On one side, group members populated the list with specific programs/efforts ISMS and WISD is currently able to provide in addressing student achievement; the other side was populated with practices with innovative ideas that would improve our efforts/outcomes. The prioritized innovative ideas were ones that, but for the potential funds provided by the grant, could not be implemented with current local resources.

Encouragingly, many teachers who participated in these meetings returned to their classrooms and engaged the students in activities and discussions about their vision for their school. The teachers returned to future meetings with poster-sized sheets of paper, upon which the students had written (and drawn) their ideas and input for consideration.

One specific example of an identified need discussed in the needs assessment process is that of technology. While schools typically welcome improvements in the rapidly-changing area of technology, teachers expressed that they have a strong desire for technology competence/immersion in order to enhance cooperative learning. However, this type of job-embedded professional development is not currently possible – as revealed by a technology audit that revealed insufficient tools and infrastructure to implement both their training and acceptable levels of student access.

Upon populating the board with ideas targeting each requirement, programs and practices were viewed within the larger contexts of feasibility, potential impact, necessity, and real/perceived value to the recipients. After a series of discussions including and budgetary considerations, the TTIPS Team came to consensus on a comprehensive plan and budget designed to most effectively address the assessed needs. This plan was aligned with the Campus Improvement Plan and then reviewed by a representative group of District employees. The final draft was shared with administrators to solicit feedback and refinement, and was then formalized into the final proposal contained in this application.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #13—Needs Assessment (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Alignment with Grant Goals and Objectives. List your top five needs, in rank order of assigned priority. Describe how those needs would be effectively addressed by implementation of this grant program. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

#	Identified Need	How Implemented Grant Program Would Address
1.	Improve School Climate	<ul style="list-style-type: none"> Reducing discipline referrals through the use of: <ul style="list-style-type: none"> Time to allow for discipline training Student incentives to enrich/flip the current culture Staff training in consistent implementation of a comprehensive student disciplinary management system Purchase/implement a data collection system that specifically addresses goals in the campus behavioral plan. Create a strong vertical component to student needs prior to transition to middle school Create a school-within-a-school model to support the acceleration of students; the monitoring of these strategies will inform the data process. Create a tiered program containing wrap-around services through interagency partnerships
2.	Increase Teacher Quality & Effectiveness	<ul style="list-style-type: none"> Job-embedded Professional Development - Instructional rounds, PDAS observation & feedback, training, online professional development source, Master Teacher video capacity Increase incentive pay – retain high-quality teachers to promote campus stability Planning time to facilitate collaboration among content areas & grade levels Data-driven decisions & instruction – benchmarks, standardized test scores, disaggregation, <i>Eduphoria!</i> (including training) Promote leadership effectiveness through operational flexibility Evaluation/feedback – instructional support from the District's Instructional Specialists
3.	Increase Involvement of Parents & Community	<ul style="list-style-type: none"> Define school policies and provide opportunities for education – printed literature/guides with expectations and procedures Create website-based resource guide (created & maintained by paraprofessional staff) Identify resources and services available in community Implement a digital system for communication between district and campus staff to improve services for students and families in special populations
4.	Improve Academic Performance	<ul style="list-style-type: none"> Allow for flexible scheduling of classes and programs to target student needs Increase curriculum alignment (vertically and horizontally) Ongoing instructional monitoring Focus on data-driven instruction Instructionally-focused calendar that is both vertically and horizontally aligned
5.	Increase Learning Time	<ul style="list-style-type: none"> Long/short range planning with students HB5 endorsement preparation (encouraging selection of a personalized path of study) Collaborative staff planning Increase amount of learning time during school day through operational flexibility College & career readiness <ul style="list-style-type: none"> Zero Hour college prep (inbound) Field trips to college/university campuses (outbound) Summer programming & GEAR UP Baylor University School of Education interns – provide mentoring & admin resources Partner with Communities In Schools - increase mentoring & tutoring resources on campus

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #14—Management Plan

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Staff Qualifications. List the titles of the primary project personnel and any external consultants projected to be involved in the implementation and delivery of the program, along with desired qualifications, experience, and any requested certifications. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

#	Title	Desired Qualifications, Experience, Certifications
1.	District Coord. of School Improvement (DCSI) - required	<ul style="list-style-type: none"> Executive Director/Cabinet-level administrator who reports directly to the Superintendent Doctorate, experience with school reform, campus & Central Office leadership experience Principal Certification required
2.	Principal	<ul style="list-style-type: none"> Master's degree in Educational Administration Texas principal or other appropriate Texas certificate Certified Professional Development and Appraisal System (PDAS) appraiser Experience as a turnaround leader, preferably with SIG/TTIPS process
3.	Project Coordinator	<ul style="list-style-type: none"> Master's degree in education or business-related field preferred Five years of experience in public school administration desired Experience writing, developing, implementing and monitoring grant projects Extensive knowledge of methods & procedures used in grant coordination/implementation Ability to work with staff teams to analyze complex information and develop solutions Oversee adherence to district policies, grant requirements/reports
4.	Instructional Data Specialist	<ul style="list-style-type: none"> Maintain accurate records for the purposes of the grant Experience with data systems required Ability to perform data entry (supervised) & monitor all areas of: attendance (and contact parents/students re: absences), discipline, grades, and evaluation-based processes
5.	At-Risk Advocacy Interns	<ul style="list-style-type: none"> Internships through partnership with Baylor Univ. School of Education Doctoral Program Three (3) positions at \$7,000/year; 13hrs/week, 35 weeks/year Teach grade-level work with Behavioral Interventionist
6.	College Prep Specialists	<ul style="list-style-type: none"> Teaching certification preferred College & Career readiness & site team leadership experience preferred One "In-Bound" – focus on College Readiness training; access to & lead with core teacher; provide PSAT & AVID training One "Out-Bound" – take students to area universities (campus extension); art/museums; lead off-campus field learning (similar to GEAR UP)
7.	Technology Support	<ul style="list-style-type: none"> Create/maintain web presence for school Ability to guide teachers in connecting with students around various software & technology Assist parents in connecting with school & teachers; Bilingual desired
8.	Instructional Coaches	<ul style="list-style-type: none"> Experience with analyzing and interpreting data Teacher certified; prior experience in ELA/Math; leadership experience as grade level or department chair One for ELA, one for Math
9.	Parent & Community Outreach Specialist	<ul style="list-style-type: none"> BSW or related degree desired Work with families and community businesses to increase & coordinate school involvement Bilingual desired
10.	Education Service Center Contracted Consultant	<ul style="list-style-type: none"> Provide PBIS training to staff Provide training in classroom management through the incorporation of a program supported by research-based practices and outcomes

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #14—Management Plan (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: External Providers. Describe the process used to recruit, select and provide oversight to external providers to ensure their quality. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

Recruitment

External providers are often key components of successful projects. They are commonly used due to a need for specific expertise, for additional accountability, because internal support is not available or cost-effective, or by requirement. After identifying and defining the services within the scope of the project that will be provided through the use of an external provider, the recruitment process begins by researching recent relevant projects that successfully implemented Turnaround models. Soliciting feedback from both previous contracting agencies and prior clients of the contractors, WISD analyzes historical success records and effectiveness of external providers with previous Turnaround projects.

This provides us with a prioritized list of potential contractors, which we add to the list of contractors with a successful history within our District whose services are applicable to this project. Utilizing multiple media, WISD's Purchasing Department issues a Request For Proposal (RFP) for the contract within a timeframe that will allow for the selection and approval of a contractor prior to the time the services are required.

Selection

All external providers must be vetted through the Waco ISD Vendor Approval Process. If the total amount of the contract exceeds \$25,000, the bid must be submitted through a Request For Proposal (RFP) process. This process includes:

1. The contractor utilizing and completing a standardized application (cleared through WISD's legal counsel) that adheres to all applicable local, state, and federal requirements and expectations, and that follows local LEA procurement policy approved by the School Board.
2. Expectations that contractors satisfy all requirements contained in the application in a timely manner and according to the customary timeline containing guidelines for contact and questions.
3. Fair consideration of all proposals that satisfy the RFP requirements, including background checks and referrals.
4. Committee-based consideration, comparison, scoring, and selection of the vendor. This includes screening of scientifically based merit, feasibility, cost effectiveness, and adherence to practices that meet TEA standards.
5. Approved vendor must complete the purchasing requisition process per District policy to complete the approval.

The selection process highlighted in Step #4 above specifically considers and prioritizes the ability of contractors to: utilize research-based practices; make online resources available to teachers and parents; provide a developed support model; demonstrate curriculum alignment (instruction with assessment); and address higher-level thinking skills embedded within the State curriculum.

Oversight

Oversight of external contractors is critical to ensuring contractors' quality, relevance, and performance. WISD provides oversight in three important areas through the following processes:

1. **Direction** – Regular meetings and communication with the TTIPS Project Coordinator (PC), Principal, and DCSI provide accountability in the form of assurance, redirection, adjustment, and evaluation of service delivery and progress. This includes all aspects of grant activities, including a comparison of actual accomplishments to the goals established for the period, documentation, and project expenditures.
2. **Data** – Success of contractors is heavily dependent on outcome-based data demonstrating deliverable results. This data will ultimately be compiled and evaluated through the use of prescribed quarterly reports, but will also include shorter-term reports and evaluation of progress as evidenced through analysis of student-level data.
3. **Documentation** – The contractor will thoroughly document their time, efforts, and results in written/electronic form; an example of this is a log for each teacher contact submitted to the Project Coordinator. Such documentation is readily reviewable, providing a basis/format for discussion and direction. This project will also incorporate a "360 system" evaluation process using quick questions from everyone who has contact with a contractor. Additionally, a portion of the contractor evaluation is based upon performance-specific feedback from teachers/staff around questions such as: "Was that helpful?" and, "Did you get what you needed?"

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #14—Management Plan (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: Feedback and Continuous Improvement. Describe the process and procedures your organization currently has in place for monitoring the attainment of goals and objectives. Include a description of how the plan for attaining goals and objectives is adjusted when necessary and how changes are communicated to administrative staff, teachers, students, parents, and members of the community. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

The attainment of goals and objectives are monitored through the following established processes and procedures:

- **Target Improvement Plan** - Approved by Board of Trustees and available as public information
- **District-Based Assessments** - Two per year
- **Principal Meeting** – Required monthly meeting in which Principals are held accountable through the use of data reports, questioning, and assessment of progress in defined areas. Systematic problems such as incomplete documentation are communicated to administrative staff through these meetings; specific concerns of a confidential nature are addressed between Executive Directors and Principals in a more private setting. Principals are responsible for ensuring any pertinent changes are communicated to teachers, students, parents, and members of the community accordingly. Letters of explanation/permission forms, open forums for discussion/questions, and taping a segment on the District news channel are all methods of dissemination.
- **Three-week Checkpoints** – District-level formative assessment applied per content area; the results are scanned into the *Eduphoria!* PDAS System for review and analysis. These are separated by content area, so that specific attention can be paid to targeted areas such as math & reading.
- **Lead4ward** – Consulting agency focusing on providing professional development and consulting services to help leaders and teachers meet the needs of the state assessment system. They provide a monthly webinar in which a Data Review Team addresses difficult student expectations (TEKS) to teach (the top three are identified by teachers). These discussions are continued at the campus level in order to increase transparency, solicit feedback, share solutions, and make adjustments in goals and objectives.
- **Eduphoria! Professional Development & Appraisal System (PDAS)** – Electronic system used for recording, documenting and monitoring a variety of district goals and objectives. This accountability system serves the district in monitoring teacher performance and quality. Through *Eduphoria!* PDAS, the district inputs a variety of goals and objectives such as: formal walk-through and informal observations, pre- and post-observation meetings, teacher self-reports, and mentor assignments. The mobile nature of PDAS allows for the immediate monitoring of goals and objectives. District administrators run regular reports to monitor goals. Printed copies are distributed to Executive Directors and campus administrators and teacher leaders to self-assess and self-correct; this fosters the development of leadership capacity at the campus level.
- **Professional Learning Community Meetings** – These campus-based PLCs involve the Principal, administrative staff, and instructional staff. They are critical settings for sharing information and making adjustments from the campus level of leadership.
- **Frequency of Monitoring** - A key aspect of ensuring implementation fidelity and influencing overall improvement is ongoing and continuous monitoring of each the program's goals in order to substantially raise the achievement of the students; this is done with the overarching goal of empowering the school to make the progress necessary to exit Priority School status. Continuous monitoring will occur through a weekly "spot check" for obvious signs of difficulties, and a more in-depth review on a monthly basis. Thorough examination checks will occur primarily through systematic data collection and classroom observations. The PSP, PC, and Principal will regularly discuss the grant's implementation, refinement, and sustainability. The Coordinator will monitor the Critical Success Factors being implemented on a weekly basis, prepare TTIPS quarterly reports, and provide continuous feedback on the implementation of Turnaround strategies.
- **TTIPS Staff** – With the goal of developing, supporting, and honoring staff who strive to make improvements that facilitate student achievement and ensure the turnaround of the campus, the staff will meet daily and weekly, then provide monthly reports to consider data, students, partners and timelines. These efforts will be summarized in the End of Year report.
- **Milestones** – Regular review of points at which the program plans to have achieved certain measurable goals; adjustments and changes are incorporated into Turnaround strategies and objectives
- **Transparent Campus Practices** – TTIPS goals will be posted openly in high-visibility areas and through vehicles such as data walls and bulletin boards; grade-based or cluster challenges will be incorporated; and progress will be discussed regularly.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #14—Management Plan (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 4: Sustainability and Commitment. Describe any ongoing, existing efforts that are similar or related to the planned project. How will you coordinate efforts to maximize effectiveness of grant funds? How will you ensure that all project participants remain committed to the project's success? Describe how the LEA will provide continued funding and support to sustain the reform after the grant period ends. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

Ongoing and existing efforts that are similar to the planned project

- Currently, the district implements an extensive recruitment process to secure new employees and specifically to increase teacher quality. Spring job fairs, college visits, and media ads are the core of district recruitment.
- District retention efforts begin almost as soon as an employee is hired. Employees begin their tenure with the district by attending an extensive induction through the HR New Hire Orientation.
- Week-long campus-based orientation is designed to build connection, increase loyalty to the vision of the campus vision, and ultimately improve the school climate.
- The Mentor Teacher program immediately addresses the goal of increasing leadership effectiveness by matching new teachers with a mentor who provides support and feedback throughout the school year.
- Instructional Coaches (currently on the elementary level only) are an important part of teachers' job-embedded professional development. They provide a safe and nurturing process and environment for new and struggling teachers to explore options for improvement in areas such as teacher-to-student interaction, classroom management, and student engagement.
- Utilizing the *Eduphoria!* PDAS observation model, professional development efforts offer an ongoing system that allows teachers to immediately view and respond to observation comments.
- Teachers attend the summer AVID institute to provide support and growth in the areas of instructional assessment/design/implementation. Multiple staff are sent annually to this week-long, intensive training.
- Emphasis is given to operational flexibility that allows teachers and staff to attend professional development training in a job-embedded fashion.
- Critical Success Factors are systematically and repeatedly highlighted across programs, settings, and professional development offerings.
- Master Reading Teacher certification training is available and encouraged.
- Attendance at off-site trainings (e.g., International Reading Institute Conference) is offered and supported.
- Alignment between Middle School and High School curricula is intentionally implemented to support college credit options for students.
- Multiple efforts are incorporated to increase outreach with colleges and universities in order to encourage and facilitate students' pursuit of educational opportunities beyond high school.
- Active, ongoing monitoring of enrollment changes are performed to address identified needs of subpopulations.

How we will coordinate efforts to maximize effectiveness of grant funds

- Interdepartmental meetings occur on a regular basis to ensure all lines of communication remain open.
- Waco ISD fosters and maintains a culture that prizes and prioritizes communication between all staff – especially in the form of face-to-face interaction between Campus and Administrative staff - and intentionally rewards processes that increase creativity, innovation, and operational flexibility.
- Executive Directors visit campuses daily in order to involve campus-level staff in leadership and decision-making and to provide a supportive presence.
- Principals, Executive Directors and the Superintendent gather monthly to share critical information, brainstorm new ideas, and problem-solve areas of concern. Potential and realized solutions are then promptly communicated to teachers, students, parents, and members of the community.
- TTIPS' Project Coordinator position has been conceptualized and created to serve as a central hub for communication, planning, oversight, monitoring, and reporting.
- Principal engagement is a key factor in this grant, and thus the hiring of the new Principal is focused on selecting a Principal who possesses commitment, previous success, visionary capacity, and an exemplary skill set.
- Planning and assessment is segmented into 90-day segments for partialization and to maximize focus. Upon completion of a 90-day cycle, staff will meet immediately to make data-driven adjustments before finalizing the goals and measures for next 90 day cycle.
- A strong emphasis will be placed on clear communication with all stakeholders that is frequent, collaborative,

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #14—Management Plan (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 4: Sustainability and Commitment (cont). Describe any ongoing, existing efforts that are similar or related to the planned project. How will you coordinate efforts to maximize effectiveness of grant funds? How will you ensure that all project participants remain committed to the project's success? Describe how the LEA will provide continued funding and support to sustain the reform after the grant period ends. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

transparent, and ongoing.

- Weekly staff meetings will be utilized to ensure all aspects of grant information is in place.
- Regular staff meetings will be held in advance of quarterly reports, as well as shortly after reports are released.

How we will ensure that all project participants remain committed to the project's success

- The TTIPS Team that developed this proposed project was well-represented from all areas of the district and campus. This team was able to come to consensus regarding the district's objectives and priorities, as well as hammer out campus-focused project details. With such a broad-based collaboration and investment and with distributed leadership throughout the planning, the project participants are thus more likely to remain engaged and committed to the project's success.
- In order to maintain the current high level of momentum, the team will devote one evening every month to a dedicated TTIPS meeting open to all stakeholders.
- The transparent campus practices (detailed in Schedule 14, Part 3) will continue to inform participants and maintain the primacy of the purpose and goals of the Turnaround in all activities, discussions, and decisions.
- The culture of distributed leadership will affirm and support the belief that all stakeholders have a defined role and area of expertise.
- Each staff member will be informed with regard to the structure of the project and the operational connections between participants – this be instructional and motivational in their understanding of how "the piece of the project that they hold" fits within the overall picture. Relatedly, each person will know the goals of the grant, will know the current 90-day plan, and will develop a proficiency in communicating this understanding to others.

How we will provide continued funding and support to sustain the reform after the grant period ends

- The District is firmly committed to this campus reform initiative beyond the term of this one grant. The successful implementation of this grant will increase Critical Success Factors to trigger academic performance goals, but it will simultaneously transform the leadership, climate, and trajectory of this struggling campus.
- We are confident that many of the initially costly personnel expenses provided for within the grant budget will not be required after the grant ends. A majority of positions are tasked with recreating a healthy school climate, building systems that support it, and essentially healing the school. We expect that the efficient systems and processes created through the development of effective, campus-based leadership will produce internal, distributed leadership that will reduce/eliminate the need for the following positions:
 - **Project Coordinator** – roles & responsibilities to be integrated into administrative and supportive functions/roles of campus staff
 - **Parent & Community Outreach Specialist** - parent/community base will grow to allow for a volunteer(s) to pick up a piece of the responsibilities; we envision the existence of multiple community partnerships existing by this juncture; the Waco ISD Education Foundation "Partners in Education" program will be available to help nurture these partnerships and identify potential additional connections.
 - **At-Risk Advocacy Interns** – stabilization of the school climate will allow for a reduction of this need, although the cost/benefit of these positions is favorable for continuation
 - **Technology Support** – District capacity will grow to provide 24-hour turnaround on Priority campuses; established teachers will have their own web/communication tools; data-driven decisions will lead to improved training and teaching, which will set multiple positive mechanisms into motion.
 - **Education Service Center Consultant** – school climate & culture will have stabilized through successful training/implementation of a program supported by research-based outcomes and practices
- A long-term action plan is critical to transforming the campus; thus, we will coordinate local partnerships and state/federal funds to sustain campus reform after the funding period ends. The recently reconstituted Grants Management Department will make viable connections with multiple funders and secure new revenue streams.
- In a foreseeably healthier funding climate, in concert with a healthier campus supported by a transformed management structure, the District intends to avail additional internal supports to address campus needs.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #15—Project Evaluation

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Evaluation Design. List the methods and processes you will use on an ongoing basis to examine the effectiveness of project strategies, including the indicators of program accomplishment that are associated with each. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

#	Evaluation Method/Process	Associated Indicator of Accomplishment	
1.	<u>Objective:</u> Improve School Climate <u>Methods/Processes:</u> Review student discipline data; Track student support/services	1.	Reduction of discipline referrals
		2.	Increased student attendance rates
		3.	Increase in training for & support of staff in discipline management
		4.	Successful installation of data collection system
2.	<u>Objective:</u> Increase Teacher Quality & Effectiveness <u>Methods/Processes:</u> Track job-imbedded PD; Monitor data-driven instruction; Access PDAS reports to gauge interaction and compliance; Create operational flexibility; Ongoing evaluation & feedback	1.	Increased teacher attendance rates
		2.	Rise in number of Professional Development hours
		3.	Expanded inclusion/incorporation of student data (testing, subpops)
		4.	Increased usage of PDAS observation & feedback
		5..	Increased number of hours of instructional support time from District
3.	<u>Objective:</u> Increase Involvement of Parents & Community <u>Methods/Processes:</u> Follow usage of print materials; Track web access of pages; Monitor digital communication system usage	1.	Increased distribution of literature & print materials to parents
		2.	Increased connection to web resources by parents/families/community
		3.	Rise in family responsiveness and involvement through utilization of digital communication
4.	<u>Objective:</u> Improve Academic Performance <u>Methods/Processes:</u> Review of student-level data; Document curricular changes; Measure data-driven instruction; Monitor calendar usage	1.	Improved grades & test scores
		2.	More flexible curriculum offerings
		3.	Elevation in scores of instructional evaluations
		4.	Increased number of connections to aligned Master Calendar
5.	<u>Objective:</u> Increase Learning Time <u>Methods/Processes:</u> Monitor collaborative planning; Track college prep/field trips; Monitor programming time	1.	Increased hours of collaborative planning meetings
		2.	Increased student time spent in college prep & field learning
		3.	Increase in instructional time
		4.	Increased student time spent with At-Risk Advocacy Interns

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #15—Project Evaluation (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Data Collection and Problem Correction. Describe the processes for collecting data that are included in the evaluation design, including program-level data such as program activities and the number of participants served, and student-level academic data, including achievement results and attendance data. How are problems with project delivery to be identified and corrected throughout the project? Describe how the district will modify its practices or policies, if necessary, to enable schools to implement interventions fully and effectively. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

Waco ISD and Indian Spring Middle School (ISMS) will implement the TAIS Continuous Improvement Process and Plan to address data collection and problem correction. This process will allow the district to readily identify any areas of concern, implement change to address the identified concerns and follow up to establish the need for additional modifications to project delivery.

- **Collecting Data:** ISMS will access a variety of information through multiple systems. Outlined below are the systems that will be accessed and the information each system will provide:
 - ✓ TEAMS – Discipline referrals, student attendance, course offerings, and STAAR testing results
 - ✓ Human Resource – Employee records for attendance, retention, recruiting efforts, teacher pay/benefits
 - ✓ Eduphoria! PDAS – Professional development hours, teacher evaluations, level of teacher utilization of available resources via this database
 - ✓ Parent/Community Outreach Specialist – documentation on parental/community involvement, (number, involvement, type of involvement, length of involvement, etc.)
 - ✓ Surveys – School climate, parents, students, and teacher morale
 - ✓ Technology usage – Documentation and evaluation of usage & connection to achievement
- **Identification of Project Delivery Problems:** Based upon the information above, the ISMS leadership team will have the information necessary to obtain objective findings and identify patterns and/or trends. From this identification, the team will be able to establish specific problem statements. For each problem statement, the team will assess on the following three points:
 - ✓ Root cause analysis
 - ✓ Identify the need
 - ✓ Prioritize the need

Completion of this three-step process enables the team to move into the next phase of project evaluation.
- **Correction of Project Delivery Problem:** The leadership team will implement a corrective action plan based upon the prioritized needs and goals. Short-term and long-term goals will include:
 - ✓ How the short term goals will be focused on helping to achieve the long term goals
 - ✓ How all goals will be outcome based
 - ✓ How all goals will measure the level of implementation and transformation

Once goals are established, the team will identify the interventions required. Interventions will include:

 - ✓ Specific actions required to implement the district's strategy
 - ✓ A process to ensure the data collection systems above provide the necessary information in a timely manner
- **Modification of Practices and/or Policies:** ISMS will have a culture that is focused on using data-driven information to make decisions. The leadership will be charged with regularly assessing data to ensure:
 - ✓ The level of implementation
 - ✓ The level of transformation
 - ✓ Whether or not additional adjustment are needed to ensure the desired outcomes.

WISD believes that by remaining true to this evidence-based model of continuous improvement, project problems will be readily identified and corrected; enhancing the effectiveness of the project goals and objectives.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 1: Intervention Model to be Implemented – Indicate the model selected by the LEA/Campus for implementation.☐ Transformation☒ Turnaround☐ Closure☐ Restart**For TEA Use Only**

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)– Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnaround Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Improve Academic Performance	Strengthen the School's Instructional Program	1. Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards.	A). Utilize data driven instruction to address specific areas of student need; Including: <ul style="list-style-type: none"> Sub-populations Response to Intervention Students' areas of weakness Teachers' areas of weakness 	Begins Yr 1: 10/14 and is ongoing	07/17
			B). Ensure curriculum alignment (both vertically and horizontally): <ul style="list-style-type: none"> Evaluate fidelity to Scope & Sequence Work closely with feeder schools to ensure a seamless transition for students 	Yr 1: 10/14 Yr 2: 10/15 Yr 3: 10/16	04/15 04/16 04/17
			C). Phase in 1:1 digital learning (electronic tablets) for students in all grades by the end of Year 2	Begins Yr 1: 09/15 and is ongoing	05/16
		2. Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students.	A). Provide ongoing job-embedded professional development to campus leadership, teachers and support staff on the District adopted data review systems and technology. <ul style="list-style-type: none"> Bring in consultants monthly to focus specifically in the areas of reading and math Offer additional training opportunities in the summer focusing on data review and assessments 	<u>Consultants:</u> Yr 1: 09/14 Yr 2: 09/15 Yr 3: 09/16 <u>Summer:</u> Yr 1: 07/15 Yr 2: 07/16 Yr 3: 07/17	05/15 05/16 05/17 07/15 07/16 07/17
			B). Provide adequate space on campus for teacher Data Room <ul style="list-style-type: none"> Build in scheduled time for teachers to meet, review and discuss data 	Yr 1: 09/14 Yr 2: 09/15 Yr 3: 09/16	04/15 04/16 04/17
			C). Provide extended time for instructional teams to review data and create strategies for differentiating instruction.	Yr 1: 09/14 Yr 2: 09/15 Yr 3: 09/16	04/15 04/16 04/17

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)– Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnaround Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Increase Use of Quality Data to Inform Instruction	Use of Data to Inform Instruction	1. Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards.	A). Provide training in data disaggregation; Include the following areas: <ul style="list-style-type: none"> • Student level • Class level • Grade level • Content area • Teacher strengths and weaknesses 	Begins Yr 1: 10/14 and is ongoing	07/17
			B). Improve technology hardware for teachers enabling them to: <ul style="list-style-type: none"> • Access student data more efficiently • Access research based instructional resources more readily 	Begins Yr 1: 11/14 and is ongoing	07/17
		2. Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students.	A). Instill a campus-wide, data driven decision culture: <ul style="list-style-type: none"> • TEKS focus • Year-at-a-Glance calendar • Use data to determine specific interventions for targeted student needs 	Begins Yr 1: 08/14 and is ongoing	07/17
			B). Ensure communication is consistent and ongoing: <ul style="list-style-type: none"> • Grade level team meetings • Content area team meetings 	Yr 1: 08/14 Yr 2: 08/15 Yr 3: 08/16	05/15 05/16 05/17

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)— Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnaround Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Increase Leadership Effectiveness	<i>Providing strong leadership</i>	1. Replace the principal.	Name: Dr. John Jenkins Date of Hire: 05/27/14 (anticipated)	05/14	05/14
		2. Grant principal sufficient operational flexibility (including in staffing, calendars / time, and budgeting) to implement a fully comprehensive approach in order to substantially improve student achievement outcomes and increase high school graduation rates.	A). Demonstrate operational flexibility through the following opportunities: <ul style="list-style-type: none"> Zero Hour classes After school programs Teacher lead trainings NOTE: Opportunities are not limited to the examples above	Yr 1: 08/14 Yr 2: 08/15 Yr 3: 08/16	06/15 06/16 06/17
			B). Provide clear communication regarding campus changes: <ul style="list-style-type: none"> Ensuring current staff who are rehired understand and are supportive of the campus changes 	Begins Yr 1: 10/14 and is ongoing	07/17
			C). Emphasize data utilization through creative PD: <ul style="list-style-type: none"> Monthly Saturday PD for teachers on how to read and interpret student data Allow teachers who attend off campus PD to receive extra duty pay for time spent preparing to train other teachers on their home campus 	PD: Begins Yr 1: 08/14 and is ongoing <u>Accountability</u> Begins Yr 1: 09/14 and is ongoing	07/17 07/17
		3. Adopt a new governance structure, which may include, but it not limited to, requiring the school to report to a new "turnaround office" in the LEA or SEA, hire a "turnaround leader" who reports directly to the Superintendent or Chief Academic Officer, or enter into a multi-year contract with the LEA or SEA to obtain added flexibility in exchange for greater accountability	A). Communicate District Coordinator of School Improvement's (DCSI) role and authority at ISMS: <ul style="list-style-type: none"> Reports directly to Superintendent Direct supervision of school principal Ensures campus needs are a priority within the district Communicates regularly with campus administration to ensure school improvement 	Begins Yr 1: 08/14 and is ongoing	07/17 or until no longer needed

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)— Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnaround Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Increase Learning Time	<i>Redesigned School Calendar</i>	1. Establish schedules and strategies that provide increased learning time (using a longer day, week or year)	A). Develop a comprehensive schedule to ensure increased learning time for teachers by: <ul style="list-style-type: none"> • Provide summer PD opportunities • Establish Saturday PD sessions once a month • Upgrade technology (electronic tablets) for teachers and expand access to PD outside of school time • Reading and writing blocks that offset the lunch period • Create a Zero Hour for College and Career Readiness exploration activities such as PSAT training, Explore test review, field trip activities with the outbound College and Career Counselor 	Begins Yr 1: 08/14 and is ongoing	07/17
		2. Provide additional time for instruction in core academic subjects including English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and geography.	A). Increase students' learning time through: <ul style="list-style-type: none"> • Zero Hour classes • After school tutorials • 1:1 digital learning • Saturday math camps and summer transition programming 	Begins Yr 1: 08/14 and is ongoing	06/17
		3. Provide Additional time for instruction in other subjects and enrichment activities that contribute to a well-rounded education, including, for example, physical education, service learning, and experiential and work based learning opportunities that are provided by partnering, as appropriate, with other organizations.	A). Provide a variety of enrichment activities, including but not limited to: <ul style="list-style-type: none"> • Student leadership opportunities • Monthly College & Career Readiness trips • Zero Hour and Afterschool clubs/activities • Athletic intramurals through partnerships such as the City Parks and Recreation 	Begins Yr 1: 09/14 and is ongoing	06/17
		4. Provide additional time for teachers to collaborate, plan, and engage in professional development within and across grades and subjects.	A). Increase teachers' planning time: <ul style="list-style-type: none"> • Establish times for collaborative planning at the end of the day • Allow teachers to attend monthly PD (off campus) 	Begins Yr 1: 08/14 and is ongoing	05/17

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)– Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnaround Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Increase Parent / Community Engagement	Ongoing Family and Community Engagement	Provide appropriate community-oriented services and supports for students.	A). Hire Parent & Community Outreach Specialist to develop and promote parental involvement	Yr 1: 08/14	09/14
			B). Offer campus-wide volunteer opportunities to both parent and community stakeholders <ul style="list-style-type: none"> Recruit parents as School Ambassadors 	Begins Yr 1: 10/14 and is ongoing	06/17
			C). Develop and expand Adopt-A-School partnerships with local businesses	Begins Yr 1: 03/15 and is ongoing	07/17
			D). Explore and utilize effective means of communication such as: <ul style="list-style-type: none"> Texting Web site Email Postal mail District TV channel 	Begins Yr 1: 03/15 and is ongoing	07/17
Improve School Climate	Improve School Climate	Provide appropriate social-emotional services and supports for students.	A). Provide a safe school environment for all students <ul style="list-style-type: none"> Train staff on student behavior management system procedures Monitor implementation of behavior management system in an effort to decrease discipline referrals 	<u>Train:</u> Yr 1: 09/14	08/14
			B). Promote school pride through name recognition and branding: <ul style="list-style-type: none"> Distribute yard signs with school name for students, families and businesses Hang school banners and college posters Utilize school mascot (outfit w/volunteer) as a means to establish school pride 	<u>Signs:</u> Yr 1: 03/15 <u>Banners:</u> Yr 1: 10/14 <u>Mascot:</u> Yr 1: 02/15	05/15 01/15 05/17
			C). Provide appropriate rewards/recognition for students who meet attendance goals	Begins Yr 1: 12/14 and is ongoing	06/17

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)— Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnaround Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Increase Teacher Quality	Ensure Effective Teachers	1. Using locally adopted competencies to measure effectiveness of staff who can work within the turnaround environment to meet the needs of students, screen all existing staff and rehire no more than 50 percent.	A). Compile district's employee performance data on existing staff and review prior to interviewing	Begins Yr 1: 08/14 and is ongoing	08/14 or until positions are filled
			B). Establish expectations for staff at a Turnaround campus	Begins Yr 1: 08/14 and is ongoing	05/15 or until needed
			C). Ensure all existing staff receive and understand expectations prior to interview	Begins Yr 1: 08/14 and is ongoing	08/14 or until positions are filled
		2. Using locally adopted competencies to measure effectiveness of staff that can work within the turnaround environment to meet the needs of students, select new staff.	A). Ensure all new staff receive and understand expectations prior to interview	Begins Yr 1: 07/14 and is ongoing	08/14 or until positions are filled
			B). Expand existing interview team to include teacher representation	Begins Yr 1: 08/14 and is ongoing	08/14 or until positions are filled
			C). Include an applicant teaching demonstration as a part of the interview process for new staff	Begins Yr 1: 08/14 and is ongoing	08/14 or until positions are filled

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 2: Intervention Model Requirements and Timeline (TURNAROUND MODEL)— Indicate the activities selected for implementation to fulfill each federal requirement of the selected intervention. The anticipated timeline for implementation of each activity should also be included.

CSF	Turnarou nd Principle	Federal Turnaround Requirement	Strategy / Intervention	Begin Date MM / YY	End Date MM / YY
Increase Teacher Quality	Ensure Effective Teachers	3. Provide staff ongoing, high quality, job-embedded professional development (e.g., regarding subject specific pedagogy, instruction that reflects a deeper understanding of the community served by the school, or differentiated instruction) that is aligned with the school's comprehensive instructional program and designed with school staff to ensure they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies.	A). Contract with ESC to provide monthly PD in the areas of reading and math	Begins Yr 1: 10/14 monthly during school	05/17
			B). Offer additional PD in the summer to ensure teachers' intervention strategies are aligned with the school's instructional program	Begins Yr 1: 06/15 and continues each summer	07/17
			C). Provide staff with technology training for: <ul style="list-style-type: none"> Understanding electronic tablet capabilities Learning how to research and explore new applications Learning how to teach in a 1:1 digital classroom 	Yr 1: 01/15	05/15
		4. Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in a turnaround school.	A). Establish campus-wide incentives for reaching goals of staff retention; Campus retention rate is 50% compared to the district average of 76%	Yr 1: 08/14 Yr 2: 08/15 Yr 3: 08/16	06/15 06/16 06/17
			B). Offer extra duty pay for teachers willing to attend off campus training and in turn present/distribute the information at a staff meeting.	Begins Yr 1: 09/14 and is ongoing	05/17
			C). Equip teachers with current technology (electronic tablets) enabling them to have more flexible working conditions	Year 1: 10/14	12/14
			D). Develop a campus-wide incentive program for meeting the campus goals for student achievement with input from principal/teachers	Year 1: 09/15 Year 2: 05/16 Year 3: 05/17	05/15 05/16 05/17

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 3: District Capacity: Describe the actions the district has taken, or will take, to determine its capacity to provide adequate resources and related support to the applicant priority school in order to implement, fully and effectively, the required activities of the school intervention model it has selected. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

Waco Independent School District (WISD) has the capacity to provide adequate resources and related support to Indian Spring Middle School (ISMS) in order to implement the required activities of the **Turnaround** intervention model. The district has taken the following steps to make this determination:

- **Financial Stability:** WISD has reviewed the financial stability of ISMS and identified that the funding from the following funding sources were dedicated specifically to the campus during the past school year:

- ✓ Title I Funds
- ✓ State Compensatory Funds
- ✓ Local funds from tax revenues
- ✓ State funds based upon Average Daily Attendance

Waco ISD remains committed to ensuring ISMS receives all eligible state and local funds that would be allocated to the campus in the absence of school improvement funds and ensures that those funds are appropriately aligned with the interventions outlined in this grant.

- **Administrative Support:** District administration has assessed the level of support for ISMS and determined the campus has full access to the following departments on an ongoing basis:

- ✓ Business & Support Services, Human Resources, Communication/Community Partnerships, Technology, Grants Management t, Child Nutrition Services, Facilities & Maintenance, District Police
- ✓ Student Services: Attendance, Truancy, Drop-Out, PEIMS, Counseling
- ✓ Curriculum and Instruction, Fine Arts, English Language Learners, Special Education, and Advanced Academics

Additionally, addressed in Schedule #14 – Management Plan; Part 3: Feedback and Continuous Improvement, is an extensive list of measure the district takes to further ensure ISMS has the administrative support needed to fully and effectively implement the required activities.

- **Leadership Effectiveness and Teacher Quality:** WISD identified multiple systems currently in place that support leadership effectiveness and improve teacher quality.

- ✓ New Teacher Mentor Program
- ✓ Monthly Principal/Executive Director meetings
- ✓ Weekly campus staff meetings
- ✓ Ongoing classroom observations, walk-thru and evaluations
- ✓ Regularly scheduled professional development opportunities
- ✓ Consistent review/evaluation of staff recruitment and retention policies and procedures

- **Student-to-Teacher Ratio:** In a district of almost 15,000 students, ISMS is home to 618 students grades 6 through 8 and is staffed by 36 professional/degreed teachers. The student-to-teacher ratio for ISMS is 17:1, sufficiently below the state requirement of 20:1 (TEC Sec 25.111). Thus the district has determined ISMS is situated to effectively support the grant activities.

- **Course Offerings:** In addition to the required courses, ISMS currently provides the following courses:

- ✓ Pre AP classes in English, Math, Science, and Social Studies
- ✓ Algebra I
- ✓ Athletics (boys and girls), Health and high school credit for 8th grade PE
- ✓ High School CTE credit for Touch Data
- ✓ Professional Communication
- ✓ Fine Arts: Choir, Band, Orchestra, Theater, Art
- ✓ Spanish
- ✓ Literacy Time and Basic Reading Skill Building
- ✓ Enrichment/Special Projects

After a thorough assessment, WISD has determined a strong foundation is in place at ISMS to fully support the school's **Turnaround** intervention model.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #16—Responses to Statutory Requirements (cont.)

County-district number or vendor ID: 161914

Amendment # (for amendments only):

Part 4: Pre-implementation Timeline (OPTIONAL): Provide a description and timeline of activities that the campus will conduct, or has conducted, during the Spring and /or Summer of 2014 in order to prepare for full implementation of the selected intervention model during the 2014-2015 school year. Response is limited to space provided, front side only. Use Arial font, no smaller than 10 point.

Waco ISD/Indian Spring Middle School will not incur any Pre-Award costs.

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #18—Equitable Access and Participation

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

No Barriers

#	No Barriers	Students	Teachers	Others
000	The applicant assures that no barriers exist to equitable access and participation for any groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Barrier: Gender-Specific Bias

#	Strategies for Gender-Specific Bias	Students	Teachers	Others
A01	Expand opportunities for historically underrepresented groups to fully participate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A02	Provide staff development on eliminating gender bias	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A03	Ensure strategies and materials used with students do not promote gender bias	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A04	Develop and implement a plan to eliminate existing discrimination and the effects of past discrimination on the basis of gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A05	Ensure compliance with the requirements in Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A06	Ensure students and parents are fully informed of their rights and responsibilities with regard to participation in the program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Cultural, Linguistic, or Economic Diversity

#	Strategies for Cultural, Linguistic, or Economic Diversity	Students	Teachers	Others
B01	Provide program information/materials in home language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B02	Provide interpreter/translator at program activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B03	Increase awareness and appreciation of cultural and linguistic diversity through a variety of activities, publications, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B04	Communicate to students, teachers, and other program beneficiaries an appreciation of students' and families' linguistic and cultural backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B05	Develop/maintain community involvement/participation in program activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B06	Provide staff development on effective teaching strategies for diverse populations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B07	Ensure staff development is sensitive to cultural and linguistic differences and communicates an appreciation for diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B08	Seek technical assistance from education service center, technical assistance center, Title I, Part A school support team, or other provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B09	Provide parenting training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B10	Provide a parent/family center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B11	Involve parents from a variety of backgrounds in decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #18—Equitable Access and Participation (cont.)

County-District Number or Vendor ID: 161914		Amendment number (for amendments only):		
Barrier: Cultural, Linguistic, or Economic Diversity (cont.)				
#	Strategies for Cultural, Linguistic, or Economic Diversity	Students	Teachers	Others
B12	Offer "flexible" opportunities for parent involvement including home learning activities and other activities that don't require parents to come to the school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B13	Provide child care for parents participating in school activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B14	Acknowledge and include family members' diverse skills, talents, and knowledge in school activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B15	Provide adult education, including GED and/or ESL classes, or family literacy program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B16	Offer computer literacy courses for parents and other program beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B17	Conduct an outreach program for traditionally "hard to reach" parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B18	Coordinate with community centers/programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B19	Seek collaboration/assistance from business, industry, or institutions of higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B20	Develop and implement a plan to eliminate existing discrimination and the effects of past discrimination on the basis of race, national origin, and color	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B21	Ensure compliance with the requirements in Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, national origin, and color	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B22	Ensure students, teachers, and other program beneficiaries are informed of their rights and responsibilities with regard to participation in the program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B23	Provide mediation training on a regular basis to assist in resolving disputes and complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barrier: Gang-Related Activities				
#	Strategies for Gang-Related Activities	Students	Teachers	Others
C01	Provide early intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C02	Provide counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C03	Conduct home visits by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C04	Provide flexibility in scheduling activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C05	Recruit volunteers to assist in promoting gang-free communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C06	Provide mentor program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C07	Provide before/after school recreational, instructional, cultural, or artistic programs/activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #18—Equitable Access and Participation (cont.)

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

Barrier: Gang-Related Activities (cont.)

#	Strategies for Gang-Related Activities	Students	Teachers	Others
C08	Provide community service programs/activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C09	Conduct parent/teacher conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C10	Strengthen school/parent compacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C11	Establish partnerships with law enforcement agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C12	Provide conflict resolution/peer mediation strategies/programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C13	Seek collaboration/assistance from business, industry, or institutions of higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C14	Provide training/information to teachers, school staff, and parents to deal with gang-related issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Drug-Related Activities

#	Strategies for Drug-Related Activities	Students	Teachers	Others
D01	Provide early identification/intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D02	Provide counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D03	Conduct home visits by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D04	Recruit volunteers to assist in promoting drug-free schools and communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D05	Provide mentor program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D06	Provide before/after school recreational, instructional, cultural, or artistic programs/activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D07	Provide community service programs/activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D08	Provide comprehensive health education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D09	Conduct parent/teacher conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D10	Establish school/parent compacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D11	Develop/maintain community partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D12	Provide conflict resolution/peer mediation strategies/programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D13	Seek collaboration/assistance from business, industry, or institutions of higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D14	Provide training/information to teachers, school staff, and parents to deal with drug-related issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Visual Impairments

#	Strategies for Visual Impairments	Students	Teachers	Others
E01	Provide early identification and intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E02	Provide program materials/information in Braille	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #18—Equitable Access and Participation (cont.)

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

Barrier: Visual Impairments

#	Strategies for Visual Impairments	Students	Teachers	Others
E03	Provide program materials/information in large type	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E04	Provide program materials/information on tape	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E05	Provide staff development on effective teaching strategies for visual impairment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E06	Provide training for parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E07	Format materials/information published on the internet for ADA accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Hearing Impairments

#	Strategies for Hearing Impairments			
F01	Provide early identification and intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F02	Provide interpreters at program activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F03	Provide captioned video material	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F04	Provide program materials and information in visual format	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F05	Use communication technology, such as TDD/relay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F06	Provide staff development on effective teaching strategies for hearing impairment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F07	Provide training for parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Learning Disabilities

#	Strategies for Learning Disabilities	Students	Teachers	Others
G01	Provide early identification and intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G02	Expand tutorial/mentor programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G03	Provide staff development in identification practices and effective teaching strategies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G04	Provide training for parents in early identification and intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Other Physical Disabilities or Constraints

#	Strategies for Other Physical Disabilities or Constraints	Students	Teachers	Others
H01	Develop and implement a plan to achieve full participation by students with other physical disabilities or constraints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H02	Provide staff development on effective teaching strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H03	Provide training for parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:	On this date:
Via telephone/fax/email (circle as appropriate)	By TEA staff person:

Schedule #18—Equitable Access and Participation (cont.)

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

Barrier: Inaccessible Physical Structures

#	Strategies for Inaccessible Physical Structures	Students	Teachers	Others
J01	Develop and implement a plan to achieve full participation by students with other physical disabilities/constraints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J02	Ensure all physical structures are accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Absenteeism/Truancy

#	Strategies for Absenteeism/Truancy	Students	Teachers	Others
K01	Provide early identification/intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K02	Develop and implement a truancy intervention plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K03	Conduct home visits by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K04	Recruit volunteers to assist in promoting school attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K05	Provide mentor program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K06	Provide before/after school recreational or educational activities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K07	Conduct parent/teacher conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K08	Strengthen school/parent compacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K09	Develop/maintain community partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K10	Coordinate with health and social services agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K11	Coordinate with the juvenile justice system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K12	Seek collaboration/assistance from business, industry, or institutions of higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: High Mobility Rates

#	Strategies for High Mobility Rates	Students	Teachers	Others
L01	Coordinate with social services agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L02	Establish partnerships with parents of highly mobile families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L03	Establish/maintain timely record transfer system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Lack of Support from Parents

#	Strategies for Lack of Support from Parents	Students	Teachers	Others
M01	Develop and implement a plan to increase support from parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M02	Conduct home visits by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #18—Equitable Access and Participation (cont.)

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

Barrier: Lack of Support from Parents (cont.)

#	Strategies for Lack of Support from Parents	Students	Teachers	Others
M03	Recruit volunteers to actively participate in school activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M04	Conduct parent/teacher conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M05	Establish school/parent compacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M06	Provide parenting training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M07	Provide a parent/family center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M08	Provide program materials/information in home language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M09	Involve parents from a variety of backgrounds in school decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M10	Offer "flexible" opportunities for involvement, including home learning activities and other activities that don't require coming to school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M11	Provide child care for parents participating in school activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M12	Acknowledge and include family members' diverse skills, talents, and knowledge in school activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M13	Provide adult education, including GED and/or ESL classes, or family literacy program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M14	Conduct an outreach program for traditionally "hard to reach" parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M15	Facilitate school health advisory councils four times a year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Shortage of Qualified Personnel

#	Strategies for Shortage of Qualified Personnel	Students	Teachers	Others
N01	Develop and implement a plan to recruit and retain qualified personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N02	Recruit and retain teachers from a variety of racial, ethnic, and language minority groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N03	Provide mentor program for new teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N04	Provide intern program for new teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N05	Provide an induction program for new personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N06	Provide professional development in a variety of formats for personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
N07	Collaborate with colleges/universities with teacher preparation programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Lack of Knowledge Regarding Program Benefits

#	Strategies for Lack of Knowledge Regarding Program Benefits	Students	Teachers	Others
P01	Develop and implement a plan to inform program beneficiaries of program activities and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P02	Publish newsletter/brochures to inform program beneficiaries of activities and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person:

Schedule #18—Equitable Access and Participation (cont.)

County-District Number or Vendor ID: 161914

Amendment number (for amendments only):

Barrier: Lack of Knowledge Regarding Program Benefits (cont.)

#	Strategies for Lack of Knowledge Regarding Program Benefits	Students	Teachers	Others
P03	Provide announcements to local radio stations and newspapers about program activities/benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Lack of Transportation to Program Activities

#	Strategies for Lack of Transportation	Students	Teachers	Others
Q01	Provide transportation for parents and other program beneficiaries to activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q02	Offer "flexible" opportunities for involvement, including home learning activities and other activities that don't require coming to school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q03	Conduct program activities in community centers and other neighborhood locations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q99	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barrier: Other Barriers

#	Strategies for Other Barriers	Students	Teachers	Others
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			
Z99	Other barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other strategy			

For TEA Use Only

Changes on this page have been confirmed with:

On this date:

Via telephone/fax/email (circle as appropriate)

By TEA staff person: